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CITY OF TORONTO
TASK FORCE ON CONTRACT COMPLIANCE

September 23, 1985

To: The City of Toronto Executive Committee

Subject: The Implementation of Contract Compliance

Origin: City Council at its meeting of April 16, 1984 (c10exec85173:386)

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Comments:

On April 16th, 1984, City Council endorsed the concept of Contract Compliance and established a Task Force to advise on the feasibility of implementing a programme and to make recommendations on the long term initiatives for such a program.

The attached report outlines the background of this process which was initiated by the Toronto Mayor's Committee on Community and Race Relations. It also advises Council on the feasibility of implementation and makes recommendations for program implementation.

The Task Force also draws attention to its research reports on Civic Agencies and the Survey of Bidders and Suppliers. These research reports and Council's previous Background Report on Contract Compliance provide the basis for these recommendations.

The Task Force acknowledges the assistance and co-operation given by a large number of organizations, Civic Agencies and civic employees.

Recommendations:

(1) That Toronto City Council adopt the recommendations contained in this report.

(2) That the Executive Committee circulate this report to the Toronto Mayor's Committee on Community and Race Relations and the Economic Development Committee for response to the October 16, 1985 meeting of the Executive Committee.

SUBMITTED BY THE
CITY OF TORONTO
TASK FORCE ON CONTRACT COMPLIANCE.

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City of Toronto
TASK FORCE ON CONTRACT COMPLIANCE

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REPORT TO CITY COUNCIL

THE IMPLEMENTATION OF CONTRACT COMPLIANCE

September 1985

THE IMPLEMENTATION OF CONTRACT COMPLIANCE

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SUMMARY

In 1982 the Toronto Mayor's Committee identified contract compliance as an effective strategy for reducing employment discrimination. Contract compliance is defined "as a system whereby recipients of contracts and other money from the City establish a commitment to Equal Opportunity".

The Toronto Mayor's Committee had surveyed the employment status of the equal opportunity target groups - women, minorities and people with disabilities - and found that these groups faced many disadvantages in employment.

The Toronto Mayor's Committee advised Council that the concept of contract compliance should be endorsed as a means of enhancing the City's equal opportunity policies within the general labour force and among the civic agencies.

Toronto City Council endorsed the concept of contract compliance on April 16, 1984 and established a Task Force to advise on the feasibility of implementing a program. Council also approved a number of short term initiatives to be undertaken by the Task Force and requested the Task Force to report on the long term initiatives to be undertaken within the public and private sectors.

The Task Force implemented the program of activities approved by City Council. The Task Force findings which are detailed in its two research reports confirmed the necessity and feasibility of establishing an equal opportunity compliance program for civic agencies, grant recipients, and all those seeking to provide goods and services to the City and its agencies.

The following recommendations provide for a phased approach to the development, implementation and enforcement of employment equity principles.

RECOMMENDATIONS

The Task Force advises City Council that the implementation of a contract compliance program to cover all funds under the City's jurisdiction is feasible.

The Task Force also advises City Council that implementation of its external equal opportunity program should be conducted in two phases.

(a) Phase One includes mandatory data collection for all companies seeking to do business with the City, and immediate equal opportunity program implementation for civic agencies and grant recipients.

(b) Phase Two is the extension of a contract compliance program based on an analysis of the data collected in Phase One and on standards which will be established by City Council through the presentation of a report after two years.

The following recommendations are also made.

(1) That City Council apply equal opportunity policies to all funds under its jurisdiction without limitations and without exclusions for the purchase of goods and services, the awarding of grants and to civic agencies.

(2) That City Council implement its equal opportunity external programs in two phases; and,

(a) That Phase One include mandatory data filing by all companies seeking to do business with the City, and immediate program implementation for civic agencies and grant recipients and,

(b) That Phase Two is the extension of a contract compliance program for bidders and suppliers based on standards to be established by City Council from the results of the mandatory data collection.

(3) That City Council request:

(a) a report from the Executive Director, Management Services Department on the results of Phase One; and,

(b) a report from the City Solicitor and the Executive Director, Management Services Department on the implementation of Phase Two by means of a by-law.

Public Sector

(4) That the long term initiatives for the public sector be adopted for implementation in the next fiscal year following approval of this report, as follows:

City Boards, Commissions and Municipal Enterprises

(i) Revise Equal Opportunity Technical Assistance Packages to include Boards, Commissions and Municipal Enterprises.

(ii) Require Boards to submit Equal Opportunity Action Plans as part of their Budget submissions.

(iii) Require the submission of regular reports to City Council on the progress towards equal opportunity goals.

Boards of Management

(iv) Require Boards to adopt equal opportunity policies as a condition of City funding.

Municipal Enterprises

(v) Require that annual reports of municipal enterprises report on and demonstrate progress towards equal opportunity goals.

General Grants

(vi) Require that all recipients of City of Toronto grants - general, recreational and cultural - adopt policies on equal opportunity and non-discrimination as a condition of City funding.

(5) That the Nominating Committee process continue to be used to recruit representatives of equal opportunity target groups to serve on the boards of civic agencies.

(6) That the Nominating Committee ensure that nominees for appointment to the boards of civic agencies be informed of equal opportunity personnel policies and procedures.

(7) That the City investigate the application of Nominating Committee procedures for the boards of civic agencies that do not presently fall under the purview of the Nominating Committee.

(8) That civic agencies be required to develop and to post non-discrimination policies consistent with that of Council so that the policy can be seen by employees and members of the public, and that this be completed within one year of the adoption of this report by City Council. It is understood that the non-discrimination policies of Council apply to race, creed, colour, national origin, political or religious affiliation, sex, sexual orientation, age, marital status, family relationship, and disability.

Private Sector

(9) That the goods and services to be covered by the equal opportunity compliance policies include all goods, financial and pension fund investments, insurance policies, the purchase of specialised consulting and other services including goods and services that are purchased by agreement, contract, purchase order, and disbursement voucher.

(10) That as soon as possible after City Council gives approval for the implementation of Phase One of this equal opportunity compliance program, all companies seeking to obtain City business be advised that they will be required to file data concerning the characteristics of their workforce, including occupational categories and salary ranges and information concerning their equal opportunity practices as a future pre-requisite to be considered eligible for City business; and,

That the filing of data take effect six months after the Executive Director, Management Services Department determines the format for filing data, and that such format be established within six months of approval by Council for the implementation of Phase One of this program.

(11) That an analysis of the data specified in the previous recommendation be reported to Council and that this report to Council include:

(a) Analysis of the employment status of target groups;

(b) Standards to be considered by Council for the implementation of Phase Two of the Contract Compliance Program; and,

(c) Enforcement mechanisms to be utilized during Phase Two.

(12) That all companies which obtain City business be required to adopt and post non-discrimination policies which are consistent with the federal and provincial laws covering these companies.

(13) That Equal Opportunity Technical Assistance Resource Manuals be developed to assist bidders and suppliers of goods and services.

(14) That City Council give consideration to extending its Fair Wage Policy to those non-managerial occupations (e.g. clerical positions) in contracts covered by the existing Fair Wage Policy with particular attention to

positions not represented by any associations or bargaining agents.

General

(15) That the City Auditor be mandated to provide the Executive Director, Management Services Department with such information that is covered by these policies.

(16) That the involved civic departments be directed to co-operate with the implementation of the foregoing policies and programs.

(17) That discussions be convened by the appropriate civic officials with labour organizations to discuss the impact of these programs and policies and the introduction of joint labour management equal opportunity programs.

(18) That the Ontario Human Rights Commission be requested to approve this special program under Section 13(1) of the Ontario Human Rights Code and that this approval include the maintenance of confidential records and data provided by participants as part of this program.

(19) That the City officials meet with officials of the provincial and federal governments and other appropriate organizations to discuss the allocation of jurisdiction and the establishment of consistent requirements by all levels of governments for data collection and employment monitoring.

(20) That Council give consideration to the application of contract compliance policies to the City's resource development activities, including the proposed Economic Development Corporation.

(21) That City Council provide the resources outlined in Appendix A of this report for the implementation of the foregoing recommendations, and that these be included in the 1986 budget estimates of Council, and that these resources be reviewed upon receipt of the reports outlined in recommendations #3 and #11.

PART ONE: THE PROPOSAL FOR CONTRACT COMPLIANCE

PART ONE: THE PROPOSAL FOR CONTRACT COMPLIANCE

ORIGIN

TORONTO MAYOR'S COMMITTEE ON COMMUNITY AND RACE RELATIONS

On April 16, 1984 City Council considered a report "Consultation Strategy - Equal Opportunity: Contract Compliance" (ECR 12:56), which was forwarded by the Toronto Mayor's Committee on Community and Race Relations.

The Toronto Mayor's Committee on Community and Race Relations identified in 1982 that contract compliance was an effective strategy for reducing employment discrimination. The Toronto Mayor's Committee defined Contract Compliance "as a system whereby recipients of contracts and other money from the City establish a commitment to Equal Opportunity". In this way the City's corporate policy would influence and promote fair conditions of employment.

The Toronto Mayor's Committee advised Council that the use of contract compliance began in 1911 when the Corporation of the City of Toronto introduced its Fair Wage Policy. Under this policy recipients of City contracts are required to pay a fair wage (union rates) to those employed on certain City contracts.

The Toronto Mayor's Committee had surveyed the employment status of the three equal opportunity target groups in the general labour force. These data are contained in the "Consultation Strategy" which outlined the processes which operate to maintain a position of disadvantage in the labour market for women, minorities and people with disabilities.

Council was also advised of those additional public sector areas which would be affected by an extended application of the City's equal opportunity policies. These areas included all Boards, Commissions, Municipal Enterprises and the recipients of general, recreational, cultural and public relations grant assistance.

With respect to the private sector, the purchase of all goods and services including insurance services and financial investments were identified.

The Background Report on Contract Compliance (March 1983) which was prepared at the request of the Toronto Mayor's Committee was circulated for comment. Hearings were scheduled by the Committee at two separate meetings.

The results of these consultations were reported to Council in the "Consultation Strategy" submitted by the Toronto Mayor's Committee.

On March 13, 1984, the Toronto Mayor's Committee adopted the following recommendations:

1. That City Council endorse the concept of contract compliance as a means for enhancing equal opportunity and that the Background Report and communications be forwarded to City Council.

2. That City Council approve the short-term initiatives to be undertaken.

3. That City Council establish a Task Force to advise City Council on the feasibility of introducing a contract compliance program and to consult on the proposed policy.

4. That City Council approve the resources necessary to undertake the work of the Task Force.

5. That the Task Force provide interim reports to the Mayor's Committee on Community and Race Relations and Council and present a final report within 12 months.

BACKGROUND TORONTO CITY COUNCIL

On April 16, 1984, City Council endorsed the concept of Contract Compliance and established a Task Force to advise on the feasibility of implementing a programme.

The following recommendations were adopted by Council:

1. That City Council endorse the concept of contract compliance as a means for enhancing equal opportunity.

2. That City Council approve the short-term initiatives to be undertaken.

3. That City Council establish a Task Force to advise City Council on the feasibility of introducing a contract compliance program and to consult on the proposed policy.

4. That City Council approve the resources necessary to undertake the work of the Task Force.

5. That the Task Force provide interim reports to the Mayor's Committee on Community and Race Relations and Council and present a final report within 12 months.

Task Force Membership Structure

Council also approved the following structure for Task Force membership:

2 Members of the Mayor's Committee on Community and Race Relations (Equal Opportunity Sub-Committee)

1 representative of a large City Board (e.g. Public Library Board)

2	representatives of municipal enterprises (e.g. Toronto Hydro and Parking Authority of Toronto)
2	contractor representatives
1	representative of a financial institution
2	labour representatives
10	TOTAL

including five ex-officio representatives of the following Civic Departments: Finance, Purchasing and Supply, Management Services (Equal Opportunity Division and Budget Division) and the Fair Wage Office.

Task Force Terms of Reference

Council established the following terms of reference for the Task Force:

1. To advise City Council on the feasibility of introducing a contract compliance program based upon equal opportunity principles.

2. To consult with civic departments, civic agencies and private organizations on the proposed policies.

3. To gather all information on short term initiatives for the public and private sectors.

4. To undertake legal research on the implementation of a contract compliance program based upon equal opportunity principles.

5. To recommend long term initiatives in the public and private sectors.

6. To identify the resources required to implement these initiatives.

7. To provide interim reports to the Mayor's Committee and Council as necessary, and to present a full report within 12 months.

On August 13, 1984, City Council approved the members of the Task Force.

The first Task Force meeting was held on September 5, 1984.

Interim Reports

(a) On December 10, 1984, City Council received and approved an interim report from the Task Force. This interim report contained the budget submission and a workplan which estimated that data collection and a draft report would be completed by May, 1985. The projected timetable included an August, 1985 date for submission to Council.

(b) The Task Force provided a progress report to the Budget Review Group on March 27, 1985. At that time, the Task Force was requested to report further if additional funds were required in 1985.

(c) On August 12, 1985, City Council considered and approved an interim report. This report provided information on the status of its work and advised Council that certain activities would be carried out after the Task Force submitted this implementation report in September, 1985.

Additional funds were provided by Council to provide follow-up consultation with civic agencies, bidders and suppliers, and grant recipients on the survey results and the recommendations of the Task Force.

This report contains the results of the Task Force deliberations on the implementation of contract compliance.

PART TWO: THE IMPLEMENTATION OF CONTRACT COMPLIANCE

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A. TASK FORCE ACTIVITIES AND OPERATIONS

The Task Force adopted the rules of procedure that apply to Committees of City Council. These procedures included the following:

(i) All meetings were held in open session;

(ii) Notice of meetings and the list of agenda items were sent to all members of Council, members of the Toronto Mayor's Committee on Community and Race Relations, City Department Heads, and any person requesting receipt of these materials. All agenda materials were made available to any interested person and the media.

(iii) The minutes of each meeting was forwarded to the City Clerk and to the Toronto Mayor's Committee on Community and Race Relations.

(iv) The Task Force made arrangements for deputations to be presented by any individual or organization requesting this opportunity.

(v) The Task Force was administered by the Equal Opportunity Division.

The members of the Task Force were:

Maurice Anderson, Parking Authority of Toronto; Maureen Donlevy, Imperial Oil Limited; Irene Harris, Labour Council of Metropolitan Toronto; Bryan Hughes, Toronto Hydro; Jim Lawson, Toronto Dominion Bank; Eva Ligeti, Toronto Public Library Board; Sol Littman, and Judith Ramirez, Toronto Mayor's Committee on Community and Race Relations; Jim Rankin, Westinghouse Canada Inc.; and Bruce Snead, Building Trades Council.

Bruce Snead was replaced by Clive Ballantine in August, 1985. Phyllis Clarke and Sheryl Taylor-Munro served as an alternate to Eva Ligeti. Hugh Morris served as an alternate to Sol Littman.

The non-voting ex-officio members of the Task Force were:

M. M. Bruce, Director, Equal Opportunity Division; J. Darcy Duncan, Commissioner, Purchasing and Supply Department; D. Holmes, Budget Analyst, Management Services Department; C. Mannella, Fair Wage Officer; J. S. Woods, Director, Treasury Division.

M. M. Bruce acted as Chair of the Task Force. A. Vilardo served as an alternate to C. Mannella.

The following individuals served as staff and as consultants to the Task Force:

L. Bevan, B. Billingsley, J. Dembo, H. Fernie, S. Greckol, T. Niiranen, C. Ramkhalawansingh, and E. Severn.

A number of other civic staff in several departments and the staff of civic agencies also assisted the Task Force staff and consultants.

B. PUBLIC SECTOR INITIATIVES

The following short term initiatives were approved by Council to govern Task Force activities within the public sector.

City Boards, Commissions, and Municipal Enterprises

1. Gather information on personnel and purchasing policies.

2. Conduct analyses of employees.

3. Review policy manuals and procedures to determine compliance with Equal Opportunity principles.

4. Review the composition of appointments to determine level of the representation of all target groups.

5. Request Boards to develop equal opportunity programs.

General Grants

6. Request all recipients of City of Toronto grants - general, recreational and cultural - to adopt equal opportunity practices.

B(1) Civic Agencies Survey

There are 25 civic agencies of Toronto City Council included in the survey.

These were:

- nine arenas/stadiums (Howard Park Tennis Club is included in this group);

- nine community centres;

- three municipal enterprises (Toronto Hydro Commission, the Parking Authority and the District Heating Corporation);

- three cultural boards (the Toronto Public Library, the Toronto Historical Board and the St. Lawrence Centre for the Arts); and,

- City Home.

Methodology

The Task Force completed the five short term initiatives for civic agencies by conducting a survey on the representation of equal opportunity target groups and on the establishment of equal opportunity policies to govern civic agency workforces.

A covering letter signed by Mayor Eggleton and background material on Council's decisions regarding the Task Force were mailed with the survey in December, 1984.

Follow-up interviews with Executive Directors (and in some cases, Board members) were conducted between December, 1984 and February, 1985. The survey and interview covered personnel policies and target group representation. In addition, general salary data were provided by the Civic Agencies. These salary data are not analysed in this survey.

The survey results cover 2267 full-time Board and Commission employees. Some limited information was gathered on part-time employees and Board composition.

Survey Results

A detailed analysis of the survey results are reported in Statistical Report #1 - Survey of Civic Agencies, June 1985.

The survey found that the overall representation of the equal opportunity target groups among all full time employees of Civic Agencies to be as follows:

WOMEN - 34%, compared to between 44% to 55% in the general labour force;

VISIBLE MINORITIES - 12%, compared to between 13% and 20% in the general labour force (15% to 20% in the Metro Labour Force); and,

PEOPLE WITH DISABILITIES - 4%, compared to between 5% and 10% in the general labour force.

The participation rates of all three target groups varied substantially from one board and commission to another. (See TABLE 1)

TABLE 1

OVER-ALL REPRESENTATION OF THE TARGET GROUPS
IN THE LABOUR FORCE AND AMONG BOARD AND COMMISSION
EMPLOYEES

	Women %	Visible Minorities %	Disabled %
Ontario-Metro Toronto Labour Force	44-45 *	13-20 *	5-10 *
All Boards/ Commissions	34.0	12.3	3.6
Arenas/ Stadiums	22.2	4.4	0.0
Community Centres	60.0	25.4	2.3
Municipal Enterprises	14.6	8.7	3.6
Toronto Hydro	15.5	5.9	3.7
Parking Authority	11.5	19.6	3.1
District Heating	7.4	18.5	0.0
Toronto Historical Board	49.2	8.5	0.0
Toronto Public Library Board	78.6	11.2	5.1
City Home	16.4	4.5	1.5
St.Lawrence Centre for the Arts	57.8	11.8	4.0

* See Statistical Report #1: Summary of Civic Agencies, City of Toronto Task Force on Contract Compliance. June, 1985.

The survey also found the following patterns in the occupational distributions of target groups as employees within civic agencies. (See FIGURES 1 and 2)

- Representation of the three target groups is low among upper level management, forepersons, skilled tradespeople, and manual workers.

- Representation of both white and visible minority women is high among service workers and clerical workers.

- Representation of visible minority men is high among manual workers.

- Representation of people with disabilities is high among clerical workers and skilled tradespeople. No people with disabilities are represented among upper level managers or forepersons.

A more comprehensive analysis of the status of target groups can be provided with the addition of salary data.

FIGURE 1

OVER-ALL REPRESENTATION OF WHITE NON-DISABLED MALES
AND THE FOUR TARGET GROUPS AMONG BOARD AND
COMMISSION EMPLOYEES IN EIGHT OCCUPATIONS

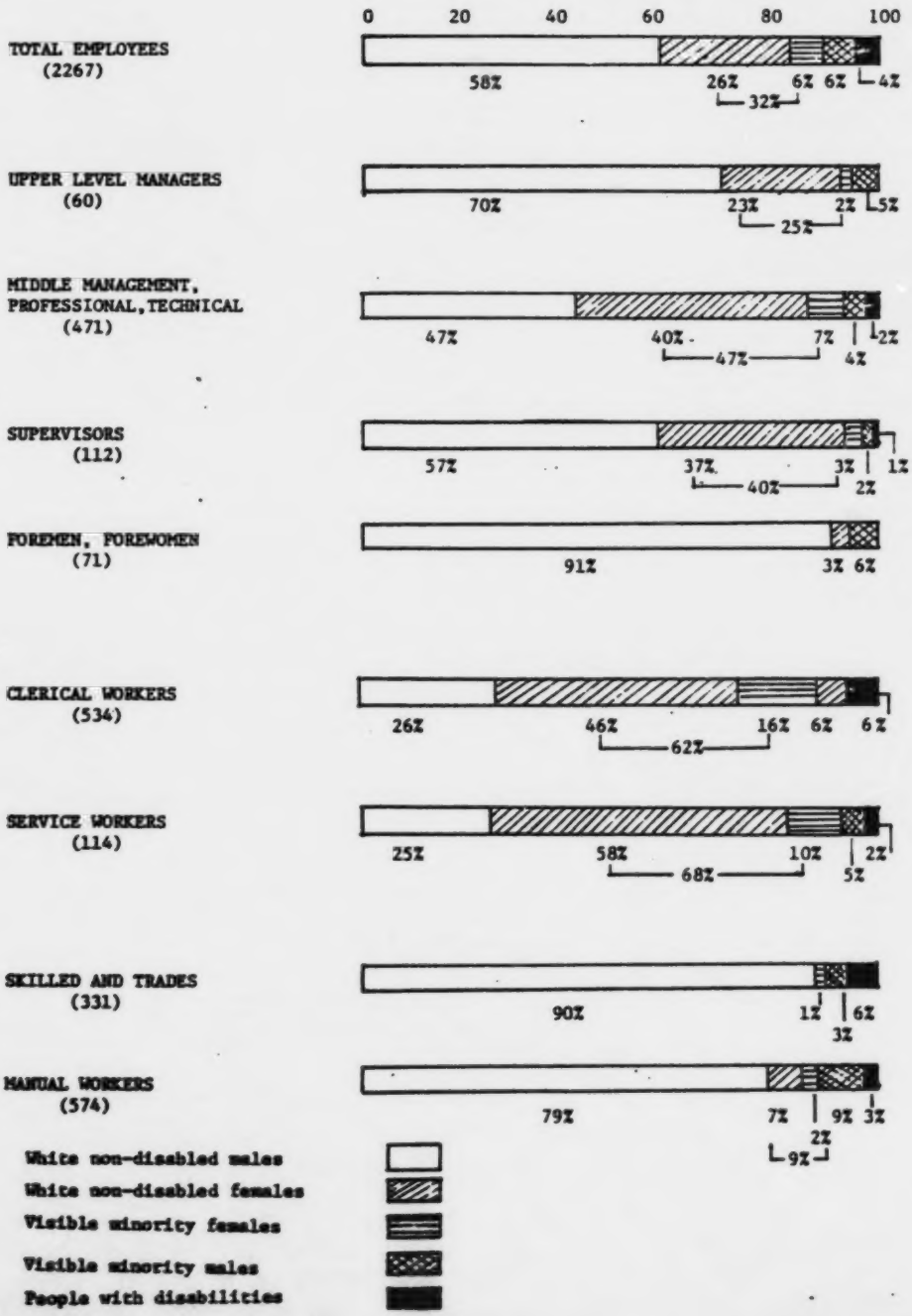
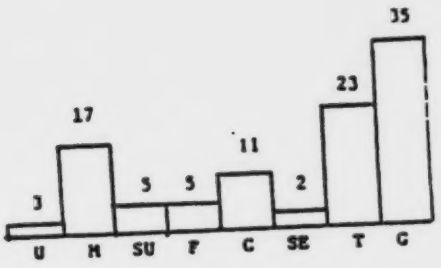
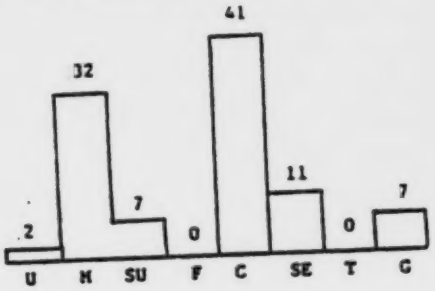


FIGURE 2

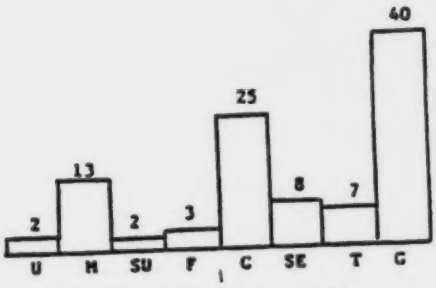
OCCUPATIONAL DISTRIBUTIONS OF SIX GROUPS
OF BOARD AND COMMISSION EMPLOYEES



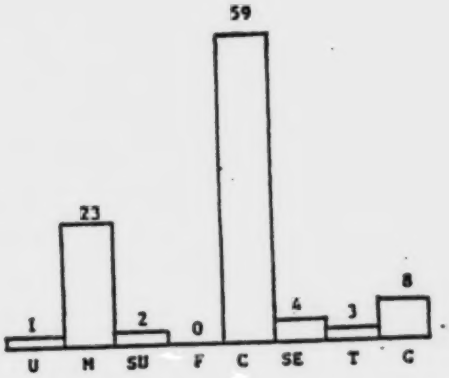
White non-disabled males (1496)



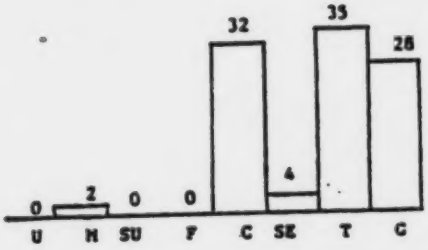
White non-disabled females (771)



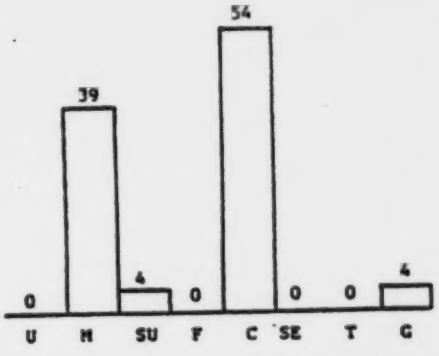
Visible minority males (135)



Visible minority females (143)



Males with disabilities (54)



Females with disabilities (28)

Key

U = upper level managers
M = middle managers, professionals, technicians
SU = supervisors
F = forepersons
C = clerical workers
SE = service workers
T = skilled trades people
G = semiskilled and manual labourers

Survey findings regarding the implementation of equal opportunity policies and practices found that although the majority of boards and commissions are aware of human resource policies that promote equal opportunity, few have comprehensive policies and programs in this area. Approximately one-half of boards and commissions have no formal (written) policy or program. The lack of equal opportunity policies is most noticeable among those organizations with small permanent labour forces, particularly the arenas/stadiums. However, the large organizations have not implemented comprehensive equal opportunity policies and programs.

A substantial proportion of boards and commissions use informal recruitment methods such as word-of-mouth that can exclude target groups from consideration for employment. Old lists and private employment agencies are also used to fill some positions. Formal recruitment methods used by the boards and commissions have not been reviewed for systemic bias.

Public Sector (cont'd)

B(2) General Grants

There are eight categories of grants which are awarded by the City.

(i) Community Economic Development grants are administered by the Planning and Development Department;

(ii) Day Care grants are administered by the Planning and Development Department;

(iii) Recreation grants are administered by the Parks and Recreation Department;

(iv) City Council's public relations grants are administered by the Executive Committee and the City Clerk's Department;

(v) Start-Up and Housing Management grants are administered by City Home and the Housing Department;

(vi) The City's annual grants programme is administered by the Grants Review Board;

(vii) General grants are awarded by Council upon recommendation by the Budget Review Group; and,

(viii) Cultural grants are administered by the Toronto Arts Council.

Final approval of all grants are given by Council. Recipients are required to provide documentation to the City Auditor for the expenditure of all cash grants.

Approximately 600 organizations receive grant assistance from the City on an annual basis. For grants awarded by July 1st, 1985, each 1985 grant recipient was sent a covering letter by Mayor Eggleton and background material on the Task Force.

C. PRIVATE SECTOR INITIATIVES

The following short term initiatives were approved by Council to govern the Task Force activities in relation to the private sector:

Purchase of Goods and Services

1. Include an anti-discrimination clause in the Fair Wage Policy.

2. Request all companies which provide goods and services to co-operate with the compilation of information regarding the number of employees, the number and types of occupation, the dollar value of contracts, the size of the company.

3. Request all companies to develop utilization studies to determine the representation of target groups.

4. Request all companies to develop equal opportunity programs.

Investments

1. Request all organizations with which and through which the City places investments to co-operate with the compilation of information regarding the number of employees, the number and types of occupations, the size of the company.

2. Request all financial institutions with which the City is involved to advise on the status of equal opportunity policies in their personnel and purchasing policies.

3. Request all organizations with which and through which the City places investments to co-operate with the development of utilization studies to determine the representation of target groups.

4. Request all organizations with which and through which the City places investments to develop equal opportunity programs.

Survey Methodology

The purposes of conducting a survey of Bidders and Suppliers of goods and services to the City of Toronto were:

(1) to produce a body of data on target group representation and the implementation of equal opportunity policies within the private sector industries likely to obtain City Business;

(2) to outline potential applications of data generated through an employment monitoring mechanism; and,

(3) to determine the feasibility of an employment monitoring mechanism within an over-all contract compliance program.

As noted in an interim report to Council, the Task Force found that the existing operating systems used by the City did not readily provide data nor were data structured in a form for Task Force purposes. Some considerable time was spent in designing data collection systems which addressed the areas identified by Council's terms of reference and which were compatible with existing operating systems.

A survey, similar to that used for civic agencies was utilized. This survey form was accompanied by a covering letter from the Mayor and background information regarding Council's actions in establishing the Task Force.

Approximately 6,000 companies were polled by mail and this procedure produced an acceptable 12% response rate. The polled companies were listed City Bidders in 984. Bidders include both Suppliers who were successful in their bids to provide goods and/or services, and Non-Suppliers who did not bid in 1984 or who were not successful in their bids.

The survey produced data on target group representation and the implementation of equal opportunity policies among a sample of 684 City Bidders, 447 of which did not supply the City in 1984 (Non-Suppliers), and 237 of which supplied the City with goods or services in 1984 (Suppliers).

Survey Results

A detailed analysis of the survey results are reported in Statistical Report #2 - Survey of Bidders and Supplies, August 1985.

The survey found that among the 40,298 full-time employees reported by 684 companies, the representation of equal opportunity target groups is as follows:

WOMEN - 32%, compared to between 44% and 55% in the general labour force;

VISIBLE MINORITIES - 9%, compared to between 13% and 20% in the general labour force;

PEOPLE WITH DISABILITIES - 1%, compared to between 5% and 10% in the general labour force.

Representation of visible minority women is half that of visible minority men among employees covered by the survey response. Disabled women are represented at one fifth the rate of disabled men. (See TABLE 2)

TABLE 2

OVER-ALL REPRESENTATION OF THE TARGET GROUPS
IN THE LABOUR FORCE AND AMONG REPORTED FULL-TIME
EMPLOYEES IN LISTED CITY BIDDER SAMPLE

	Women	Visible Minorities	People with Disabilities
	%	%	%
In labour force	44-55	13-20	5-10
Total Bidder Sample	32.2	9.1) 3.4 w) 5.7 m	1.2) .2 w) 1.0 m
Non-Suppliers	43.2	9.7	1.0
Suppliers	28.8	8.5	1.2
By Size Workforce			
Very small (1 - 9)	29.9	9.3	2.8
Small (10 - 49)	26.3	12.8	1.9
Medium (50 - 99)	33.3	13.5	0.7
Large (100 - 499)	35.9	12.8	1.3
Very large (400 +)	42.6	2.9	0.7
By Industry			
Manufacturing	34.1	9.9	1.4
Wholesale/Retail	31.6	8.2	1.3
Construction	9.7	6.9	1.1
Financial	64.6	2.8	0.0
Insurance	69.7	9.0	0.6
Professional Service	34.9	16.6	1.2
Horticulture	36.8	8.8	1.5
Printing/Publishing	38.2	4.8	2.0
(N employees)	(40,298)	(40,298)	(40,298)
(N companies)	(684)	(684)	(684)

The survey found the following patterns in the occupational distributions of the target groups as employees of companies responding to the survey:

(See FIGURE 3)

- Compared to their representation in the total sample, representation of the target groups is low in six occupations: upper-level management, middle level management /professional/ technical positions, foreperson positions, sales, service work and the skilled trades. Representation of all target groups is lowest in upper level management and the skilled trades.

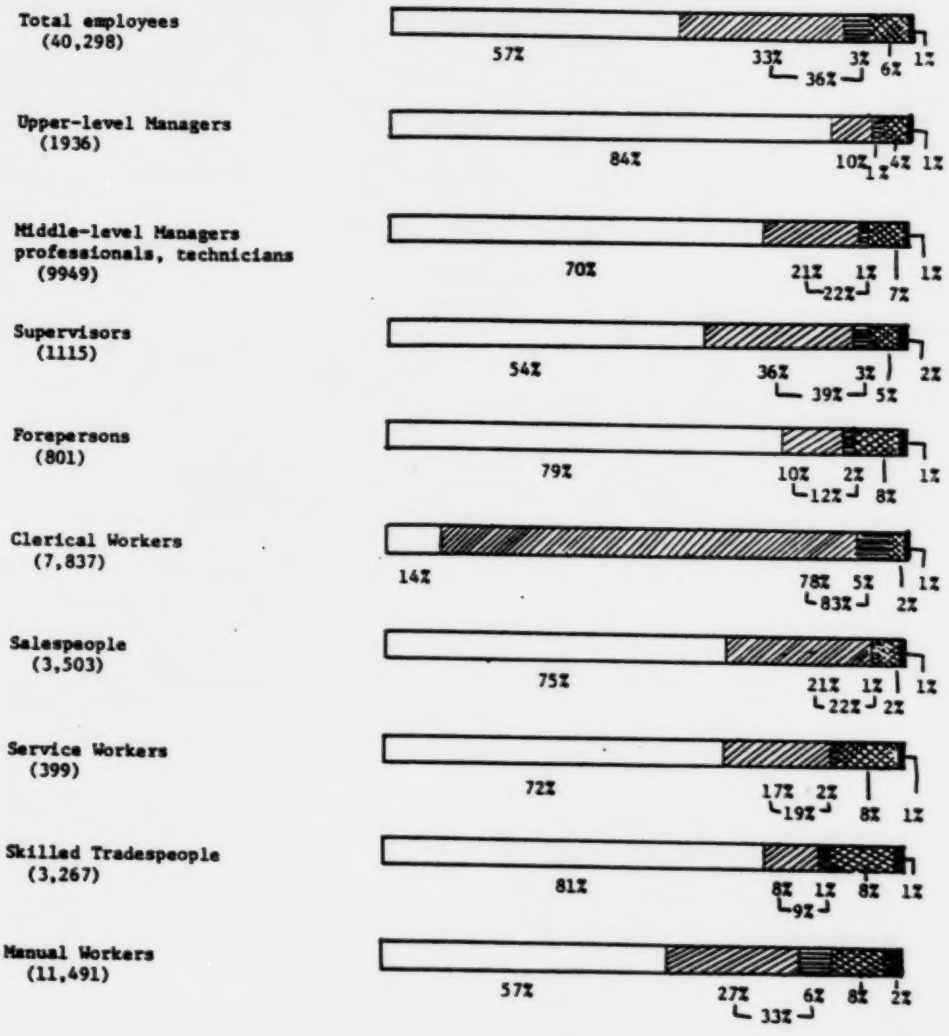
- Representation of the target groups resembles that in the total sample in supervisory positions.

- Representation of women (both white and visible minority women) is high among clerical workers.

- Representation of the disabled is higher than that within the total sample in two occupations, supervisory positions and manual work.

FIGURE 3

REPRESENTATION OF WHITE NON-DISABLED MALES
AND THE THREE TARGET GROUPS AMONG
REPORTED FULL-TIME LISTED CITY BIDDER EMPLOYEES
IN NINE OCCUPATIONS



Results also show variations in occupational patterns based on sex, race and disabled status. (See FIGURES 3 and 4)

- Sex

  Men (irrespective of race or disabled status) are most likely to hold middle management/professional/technical and manual labourer positions. Women are most likely to hold clerical and manual labourer jobs. A lower proportion of women than men (irrespective of race or disabled status) work in senior management, middle management/ professional / technical, foreperson, sales, and skilled trades occupations.

- Race

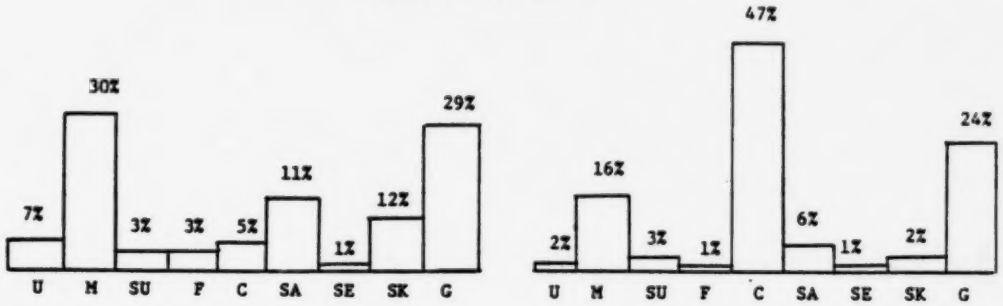
  A higher proportion of visible minorities than whites of both sexes work as manual labourers. A lower proportion of visible minorities than whites of both sexes work in middle management/professional/ technical and sales occupations.

- Disability

  People with disabilities of both sexes are most likely to work in manual labour occupations. A higher proportion of disabled women than disabled men hold clerical and manual labour positions. A lower proportion of disabled women than disabled men hold senior management, middle management / technical/ professional, supervisory, foreperson, sales, service and skilled trades positions.

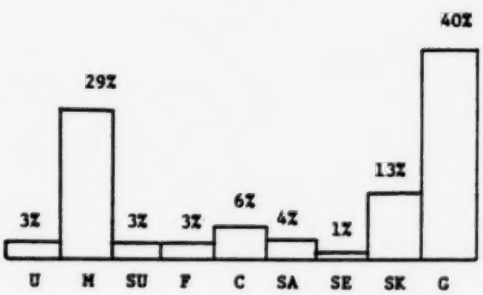
FIGURE 4

OCCUPATIONAL DISTRIBUTIONS OF SIX GROUPS
OF FULL-TIME EMPLOYEES REPORTED BY
LISTED CITY BIDDERS

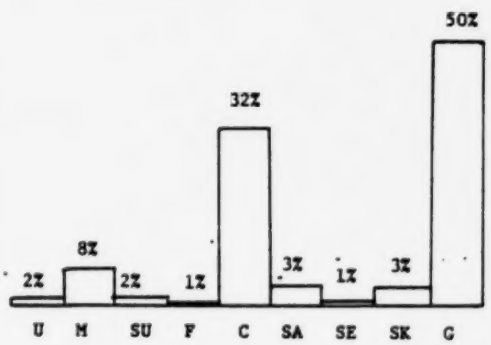


White non-disabled males (23,046)

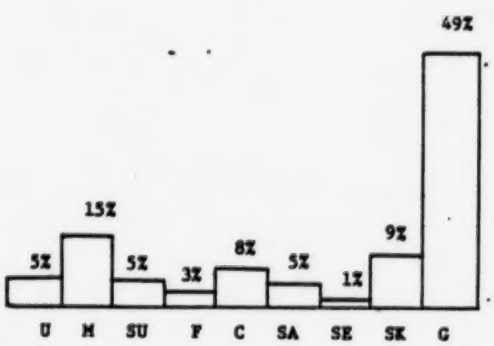
White non-disabled females (13,116)



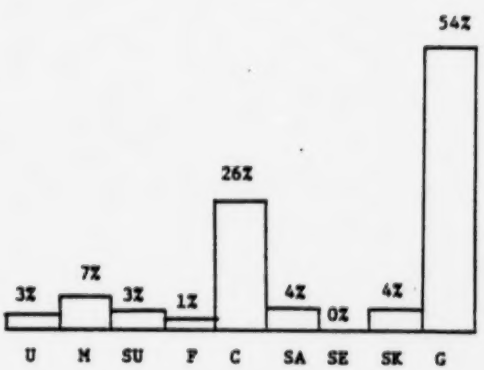
Visible minority males (2,304)



Visible minority females (1,369)



Males with disabilities (355)



Females with disabilities (108)

KEY

U = Upper level managers
M = Middle managers, professionals, technicians
SU = Supervisors
F = Forepersons
C = Clerical workers
SA = Salespeople
SE = Service workers
SK = Skilled tradespeople
G = Semi-skilled and manual labourers

On an industrial basis the employment patterns of the target groups vary. (See TABLE 2)

- A substantial portion of women have achieved senior management levels in two types of sample businesses, horticulture and insurance.

- Visible minority men hold a comparatively high proportion of senior management positions in the financial sector, a comparatively high proportion of middle management/professional /technical positions in the professional service industry, and a comparatively high proportion of skilled trades positions in manufacturing companies.

  Representation of visible minority males in certain occupations is not necessarily related to their representation within an industry.

  These industry-specific occupational patterns do not hold for visible minority women.

- Disabled representation rates cannot be compared by industry due to very small percentage point differences.

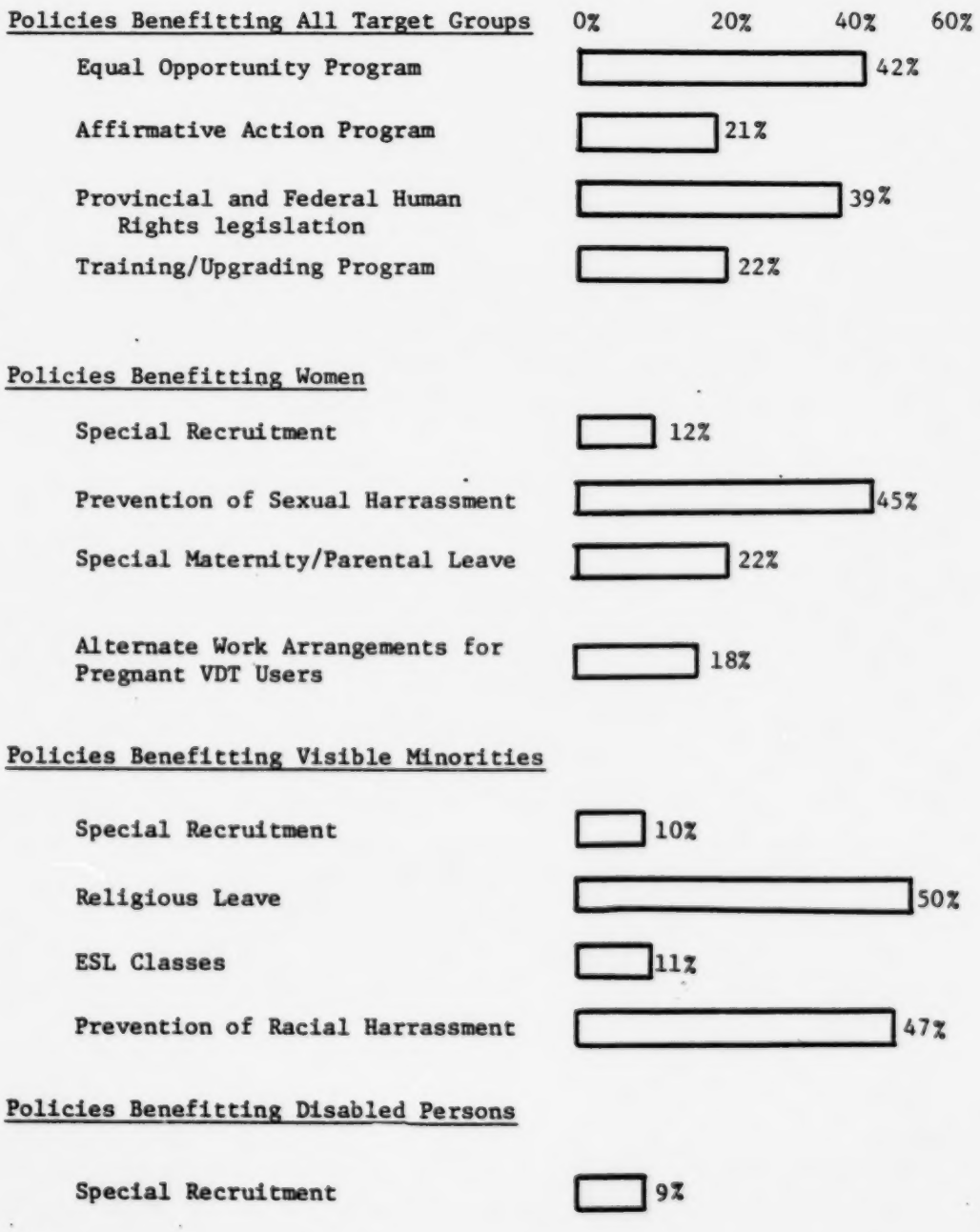
Companies were also asked to report on the implementation of thirteen types of equal opportunity policies and programs. The following was reported: (FIGURE 5)

- Approximately half those companies aware of equal opportunity, report implementation of policies or programs to benefit target groups.

- One fifth of the survey respondents indicated that formal policies were not applicable because of the small number of employees.

FIGURE 5

LISTED CITY BIDDERS SAMPLE
PROPORTION WITH SPECIFIC EQUAL OPPORTUNITY
POLICIES AND PROGRAMS



- Few special recruitment programs have been implemented.

- Approximately 8% of companies have implemented policies or programs other than those included in the questionnaire.

It must be noted that these findings on equal opportunity policy and program implementation must be interpreted with some caution. This is suggested for two reasons. First, standard definitions about equal opportunity do not exist, and secondly, the reported results were not verified.

Analysis of the City's records and survey responses provided additional data of interest:

- Over 80% of the Listed City Bidders are located within the Toronto Census Metropolitan Area.

- 75% of City Suppliers in 1984 were paid less than $5,000. Of this group, 59% indicated gross annual sales of at least $1 million and workforces of under 50 employees.

- Excluding financial investment institutions, 2% of City Suppliers in 1984 received 70% of monies paid by the City for goods and services.

- The average monthly total invested in one or more financial institutions in 1984 was $151.7 million.

- 82% of the Listed City Bidders responding to the survey reported less than 50 full-time employees, and 10% reported at least 100 full-time employees. The pattern is similar for Non-Suppliers and Suppliers.

Summary

The methodology used for the survey indicated that with system adaptations, questionnaire revision, an accurate data base for employment monitoring can be established. This data base can be used for several purposes, including:

- the development of standards on target group utilization;
- the determination of what type of companies should be targetted in a contract compliance program;
- the evaluation of bidder conformance with program standards; and,
- the identification of companies with innovative approaches and those with special needs.

The survey process demonstrated the feasibility of establishing an employment monitoring mechanism for all companies seeking to do business with the City.

D. TASK FORCE CONSIDERATIONS

The Task Force was requested by Council to report on the feasibility of implementing the following long term initiatives for the public and private sectors:

Long term initiatives - Public Sector

City Boards, Commissions and Municipal Enterprises

1. Revise Equal Opportunity Technical Assistance Packages to include Boards, Commissions and Municipal Enterprises.

2. Require Boards to submit Equal Opportunity Action Plans as part of their Budget submissions.

3. Require the submission of regular reports to City Council on the progress towards equal opportunity goals.

Boards of Management

4. Require Boards to adopt equal opportunity policies as a condition of City funding.

Municipal Enterprises

5. Require that annual reports of municipal enterprises report on and demonstrate progress towards equal opportunity goals.

General Grants

6. Require that all recipients of City of Toronto grants - general, recreational and cultural - adopt policies on equal opportunity and non-discrimination as a condition of City funding.

Long term initiatives - Private Sector

1. Revise Equal Opportunity Technical Assistance Packages to include organizations which provide goods and services and with which and through which the City places investments.

2. Require the adoption of equal opportunity policies as a condition of receipt of City contracts and investments.

3. Adopt a policy of contract compliance based on a system of good faith measures to govern the awarding of contracts and the placement of investments.

4. Require documentation of on-going progress towards equal opportunity goals as a condition of renewal of City contracts and investments.

D(1) Civic Agencies - Considerations

The underlying premise of a contract compliance program is that those in receipt of public funds may and should be held accountable for the expenditure of those funds in accordance with principles of fairness. A responsible and fair use of public monies is considered particularly appropriate when the body receiving the funds is an agency acting on behalf of government. The boards and commissions studied in accordance with the Task Force's mandate have been established by by-law or statute to perform functions on behalf of the City. The functions vary from running parking facilities, through provision of steam or hydro, to the establishment of cultural and recreational facilities. What each has in common with the other is that each was established by (and thereby received its powers) from government and is empowered to act only in accordance with those powers. In effect, these boards and commissions may be regarded as arms of government and should be subject to the same obligation to act in an equitable manner.

In the case of certain boards and commissions, particularly cultural and recreational ones, it is apparent from the enabling legislation that restraints have been placed on government to ensure there is limited interference with the exercise of the boards' mandates. However, the legitimate concern over government interference in the arts and community centres should not be confused with government's responsibility to ensure that all persons are given equal opportunities as employees or prospective employees of these organizations.

Constraints on the use of public funds by boards and commissions that have derived their power and authority solely from government may be imposed through policy directives or legislation. Constraints imposed by policy directive permit flexibility but carry the risk of being changed with changes in political objectives. Greater protection of equality would be provided by amendment to the statutes or by-laws establishing the boards and commissions, or by the enactment of legislation applicable to all boards, commissions and other government agencies.

The 25 civic agencies which were reviewed by the Task Force are managed by boards or commissions to which the City makes appointments. The local Boards of Management are appointed by Council through a recommendation process under Council's general policies of neighbourhood accountability. Appointments to other boards and commissions are made through the City's Nominating Committee process.

The City's experience with the Nominating Committee process has resulted in a marked increase of equal opportunity target group representation on City management bodies.

In view of the responsibility which management bodies have for civic agencies, commitment to the implementation of the City's equal opportunity policies within these agencies could be among those questions asked by the Nominating Committee of candidates seeking these appointments.

In addition, when civic agencies present their annual reports and/or budget proposals to the City, reports on progress towards equal opportunity implementation could be included.

Grants - Considerations

The City has several purposes in providing grant assistance to a variety of organizations. The primary purpose, however, is that grant assistance allows organizations to carry out activities which are deemed to be in the interest of the municipality.

Toronto City Council has initiated several activities to reduce discrimination within the City, because fair and equitable treatment and access to services are also in the interest of the municipality.

Thus recipients of City of Toronto grant assistance can be asked to comply with the equal opportunity objectives established by Council as a condition of the receipt of City funding.

D(2) Private Sector - Considerations

Contract compliance has been recognized as a means of attaining the objective of increasing employment opportunities for previously disadvantaged groups through the imposition of contractually based requirements on those doing business with government.

The City of Toronto has had a lengthy and unique experience with a type of contract compliance in the form of its Fair Wage Policy. The objective of the Fair Wage Policy is to ensure that a fair wage is paid to certain categories of workers who are employed by contractors doing work on behalf of the City. To facilitate the achievement of this objective, a Fair Wage Officer has been appointed by by-law, with powers to inspect payroll records and interview employees concerning their rates of pay and hours of work. An apparent breach of the Fair Wage Policy will result in further investigation, negotiation with the contractor, and, if negotiations are unsuccessful, retention of monies held back under the contract until there has been a resolution as well as other remedies. Since the Fair Wage Policy was instituted in 1911, there has never been a successful challenge.

A brief review of the Fair Wage Policy as an example of a contract compliance program is instructive in that it illustrates that the form of such a program depends on the objectives that are intended to be met. The overall objective of a broadly based contract compliance program is to enhance employment opportunities for those previously denied those opportunities.

With this objective, the first step is to identify the relative status of various groups in the workplace. This information is obtained through the collection and analysis of data concerning the occupational distribution, wage levels, and participation rates of different groups. Existing practices and policies concerning important employment activities, such as hiring, promotions, and terminations, must also be reviewed to assess the status of these groups in an organization.

An assessment of the effectiveness of efforts made by employers to improve the employment opportunities of qualified individuals is required, as is a commitment to impose consequences whether sanctions or penalties, on those employers who fail to take steps required to remedy those problems revealed by the data. This is the basic structure of any contract compliance program. The questions of to whom the programs will be applicable, in terms of, for example, number of employees or dollar value of contracts, must be determined and what remedies will be applied, will require a balancing of the commitment to equality against the resources available to implement and monitor a contract compliance program.

The Task Force Survey of Bidders and Suppliers was conducted on a voluntary basis, and had a limited response, therefore, the Task Force is hindered in its capacity to make recommendations regarding program standards and remedies. The establishment of a comprehensive data base which can be achieved through the mandatory filing of data by any company seeking to obtain City

business would assist with establishing program standards. The filing of data would apply to all companies including those seeking to provide goods and services via the bidding process, legal agreements, invited quotations, purchase orders and disbursement vouchers. This data would also provide detailed information which would be useful for the City's economic development activities. Future consideration should also be given to the application of Contract Compliance to the City's resource development activities, including the proposed Economic Development Corporation.

The Task Force is also cognizant of the announcement made by the Government of Canada regarding the establishment of a federal contractors' program as part of its Employment Equity Program.

Details of the program are not available but bidders will be expected to "commit" to employment equity. This term has not yet been defined but was adopted from the Abella Report on Equality in Employment. In that Report, employment equity referred to steps taken to identify and remove barriers that have an adverse impact on the employment prospects of certain groups. This adverse impact would be demonstrated by the higher unemployment rates, lower participation rates, lower wages, and concentration in jobs that have fewer opportunities for advancement that characterize the employment patterns of equal opportunity target groups.

Several community organizations have expressed strong concerns about the limits of the federal program. The Toronto Mayor's Committee on Community and Race Relations, which initiated the establishment of the City contract compliance policies has also expressed its strong concerns about the fact that the federal program does not apply to public works contractors. The Task Force sees no merit in making this type of exception in the absence of comprehensive employment profiles of bidders and suppliers and where no type of enforcement is contemplated.

Summary

The results of the survey process demonstrated to the Task Force that the implementation of a comprehensive contract compliance program for both the public and private sectors is feasible and indeed desirable.

In making this recommendation to Toronto City Council, the Task Force advises that the implementation of equal opportunity policies to all City funds is consistent with the equality provisions of the Canadian Charter of Rights and Freedoms.

The Charter has already been determined by the Supreme Court of Canada to apply to government activity as well as to law. In effect, government decision-making, by whatever form it is made, may be challenged by anyone who believes that one of the fundamental rights and freedoms guaranteed by the Charter has been breached.

It is possible that organizations such as boards and commissions, having been established by government, performing activities on behalf of government, and often funded by government will also be subject to review. Thus, it is in the interest of the City to implement policies and programs which provide equality rights.

E. RECOMMENDATIONS

The Task Force advises City Council that the implementation of a contract compliance program to cover all funds under the City's jurisdiction is feasible.

The Task Force also advises City Council that implementation of its external equal opportunity program should be conducted in two phases.

(a) Phase One includes mandatory data collection for all companies seeking to do business with the City, and immediate equal opportunity program implementation for civic agencies and grant recipients.

(b) Phase Two is the extension of a contract compliance program based on an analysis of the data collected in Phase One and on standards which will be established by City Council through the presentation of a report after two years.

The following recommendations are also made.

(1) That City Council apply equal opportunity policies to all funds under its jurisdiction without limitations and without exclusions for the purchase of goods and services, the awarding of grants and to civic agencies.

(2) That City Council implement its equal opportunity external programs in two phases; and,

(a) That Phase One include mandatory data filing by all companies seeking to do business with the City, and immediate program implementation for civic agencies and grant recipients and,

(b) That Phase Two is the extension of a contract compliance program for bidders and suppliers based on standards to be established by City Council from the results of the mandatory data collection.

(3) That City Council request:

(a) a report from the Executive Director, Management Services Department on the results of Phase One; and,

(b) a report from the City Solicitor and the Executive Director, Management Services Department on the implementation of Phase Two by means of a by-law.

Public Sector

(4) That the long term initiatives for the public sector be adopted for implementation in the next fiscal year following approval of this report, as follows:

City Boards, Commissions and Municipal Enterprises

(i) Revise Equal Opportunity Technical Assistance Packages to include Boards, Commissions and Municipal Enterprises.

(ii) Require Boards to submit Equal Opportunity Action Plans as part of their Budget submissions.

(iii) Require the submission of regular reports to City Council on the progress towards equal opportunity goals.

Boards of Management

(iv) Require Boards to adopt equal opportunity policies as a condition of City funding.

Municipal Enterprises

(v) Require that annual reports of municipal enterprises report on and demonstrate progress towards equal opportunity goals.

General Grants

(vi) Require that all recipients of City of Toronto grants - general, recreational and cultural - adopt policies on equal opportunity and non-discrimination as a condition of City funding.

(5) That the Nominating Committee process continue to be used to recruit representatives of equal opportunity target groups to serve on the boards of civic agencies.

(6) That the Nominating Committee ensure that nominees for appointment to the boards of civic agencies be informed of equal opportunity personnel policies and procedures.

(7) That the City investigate the application of Nominating Committee procedures for the boards of civic agencies that do not presently fall under the purview of the Nominating Committee.

(8) That civic agencies be required to develop and to post non-discrimination policies consistent with that of Council so that the policy can be seen by employees and members of the public, and that this be completed within one year of the adoption of this report by City Council. It is understood that the non-discrimination policies of Council apply to race, creed, colour, national origin, political or religious affiliation, sex, sexual orientation, age, marital status, family relationship, and disability.

Private Sector

(9) That the goods and services to be covered by the equal opportunity compliance policies include all goods, financial and pension fund investments, insurance policies, the purchase of specialised consulting and other services including goods and services that are purchased by agreement, contract, purchase order, and disbursement voucher.

(10) That as soon as possible after City Council gives approval for the implementation of Phase One of this equal opportunity compliance program, all companies seeking to obtain City business be advised that they will be required to file data concerning the characteristics of their workforce, including occupational categories and salary ranges and information concerning their equal opportunity practices as a future pre-requisite to be considered eligible for City business; and,

That the filing of data take effect six months after the Executive Director, Management Services Department determines the format for filing data, and that such format be established within six months of approval by Council for the implementation of Phase One of this program.

(11) That an analysis of the data specified in the previous recommendation be reported to Council and that this report to Council include:

(a) Analysis of the employment status of target groups;

(b) Standards to be considered by Council for the implementation of Phase Two of the Contract Compliance Program; and,

(c) Enforcement mechanisms to be utilized during Phase Two.

(12) That all companies which obtain City business be required to adopt and post non-discrimination policies which are consistent with the federal and provincial laws covering these companies.

(13) That Equal Opportunity Technical Assistance Resource Manuals be developed to assist bidders and suppliers of goods and services.

(14) That City Council give consideration to extending its Fair Wage Policy to those non-managerial occupations (e.g. clerical positions) in contracts covered by the existing Fair Wage Policy with particular attention to

positions not represented by any associations or bargaining agents.

General

(15) That the City Auditor be mandated to provide the Executive Director, Management Services Department with such information that is covered by these policies.

(16) That the involved civic departments be directed to co-operate with the implementation of the foregoing policies and programs.

(17) That discussions be convened by the appropriate civic officials with labour organizations to discuss the impact of these programs and policies and the introduction of joint labour management equal opportunity programs.

(18) That the Ontario Human Rights Commission be requested to approve this special program under Section 13(1) of the Ontario Human Rights Code and that this approval include the maintenance of confidential records and data provided by participants as part of this program.

(19) That the City officials meet with officials of the provincial and federal governments and other appropriate organizations to discuss the allocation of jurisdiction and the establishment of consistent requirements by all levels of governments for data collection and employment monitoring.

(20) That Council give consideration to the application of contract compliance policies to the City's resource development activities, including the proposed Economic Development Corporation.

(21) That City Council provide the resources outlined in Appendix A of this report for the implementation of the foregoing recommendations, and that these be included in the 1986 budget estimates of Council, and that these resources be reviewed upon receipt of the reports outlined in recommendations #3 and #11.

APPENDIX A

RESOURCES

Toronto City Council provided the following budget to the Task Force on Contract Compliance.

	1984 (4 months)	1985 (12 months)	TOTAL
120	25,603	62,075	87,678
200	2,560	9,303	11,862
300	2,500	10,500	13,000
600	5,750	28,300	34,050
	$36,413	$110,178	$146,591

Note 1. Although the implementation report is being forwarded in September, the Task Force has had limited time to consult with civic agencies and suppliers of goods and services. Council extended budget provisions to December 1985 to allow the Task Force to provide follow-up consultation.

Note 2. Two full-time staff, part-time data research clerks and two external consultants assisted the Task Force. In addition, overall direction, administration and co-ordination of the Task Force work activities was provided by the Director, Equal Opportunity Division and a consultant seconded from the Equal Opportunity Division. Computer programming was provided by the Management Services Department.

Note 3. The implementation of the short-term initiatives required the co-operation and support of the following departments: Audit, City Clerk, Finance, Housing, Legal, Management Services, Planning and Development, Parks and Recreation, Public Works, and Purchasing and Supply. Departments were affected by at least one of the areas covered by the short-term initiatives for civic agencies, grant recipients, or the purchase of goods and services.

APPENDIX A cont.

Resources required for program implementation

Overall Direction: To be provided by the Director, Equal Opportunity Division, Management Services Department.

Program management to be provided by Policy Consultant, Equal Opportunity Division by staff secondment.

Computer programming to be provided by the Computer Services Division by staff secondment.

Direct Program costs:

120		Temporary Staff 1 researcher/consultant (wage grade 407) 1 research officer (wage grade 404) 1 administrative assistant (wage grade 208) 1 half-time data entry clerk (wage grade 205)
	$122,000	(1985 rates)
200	13,000	Fringe benefits
300	15,000	Printing, postage, office supplies
400	10,000	Equipment, CRT, typewriters, desks
600	15,000	Purchase of specialised consulting services, including the development of resource materials and information sessions
TOTAL	$175,000	

APPENDIX B - SURVEY FORMS

The City of Toronto
Arthur C. Eggleton
Mayor

City Hall,
Toronto M5H 2N2,
Canada

(416) 947-7001

SURVEY USED FOR CIVIC AGENCIES

Dear

The City of Toronto has established a Task Force to advise Council on the possible development of a Contract Compliance Program which would enhance equal opportunity employment practices. Enclosed please find a copy of the Council Report which includes the Consultation Strategy and the short term initiatives approved by Council in April, 1984.

The Task Force requires your assistance in its investigation of the possible avenues for pursuing contract compliance. We require information about your equal opportunity/affirmative action and human resource policies and about the representation of women, minorities and people with disabilities in your workforce.

Enclosed are two questionnaires: an Equal Opportunity/ Affirmative Action and Human Resource Policy form and Employment Utilization Form which we would ask you to complete and return by January 31st, 1985. The resulting information will be presented in summary form in 1985.

For your information, gathering data on your employees for the completion of the enclosed forms does not contravene the Ontario Human Rights Code providing the information is not used to discriminate as defined by the conditions of the Code.

Should you require further information or assistance about the most suitable method of collecting the data, please call Janice Dembo, Equal Opportunity Division, 947-7855.

MAYOR

Survey for Civic Agencies

Background information on the City of Toronto Task Force on Contract Compliance

Toronto City Council established the Task Force on Contract Compliance on April 16th, 1984. In March, 1983 a Background Report on Contract Compliance was forwarded to the Mayor's Committee on Community and Race Relations. The Background Report noted that in 1911 the City of Toronto adopted a Fair Wage Policy which required City suppliers of goods and services to pay their employees a fair wage (union rates). The Report also outlined a number of alternatives for expanding the City's Fair Wage policies to include a contract compliance program based upon equal opportunity policies and practices.

The Mayor's Committee recommended that City Council establish a Task Force which would make specific recommendations on a Contract Compliance Program.

Membership

There are ten (10) voting members of the Task Force which includes representation of all the various sectors in receipt of public funds from the City. These representatives are: 2 Members of the Mayor's Committee on Community and Race Relations, 1 representative of a large City Board (Toronto Public Library), 2 representatives of Municipal Enterprises (Toronto Hydro and Parking Authority of Toronto), 2 Contractor representatives (Westinghouse Canada and Imperial Oil), 1 representative of a financial institution (Toronto Dominion Bank), 2 labour representatives (Building Trades Council and the Labour Council of Metropolitan Toronto). There are also five (5) ex-officio representatives of Civic Departments.

Terms of reference

City Council mandated the Task Force to obtain data from its Boards and Commissions regarding the level of representation of equal opportunity target groups. The Task Force will also request this information from private sector organizations in receipt of municipal funds.

The Task Force's terms of reference include consultation regarding the implementation of a Contract Compliance program as well as the presentation of recommendations to City Council for the long term.

The Task Force Final Report will be presented to City Council in August, 1985.

EQUAL OPPORTUNITY HUMAN RESOURCE POLICIES

Board/Commission: _____

Address: _____

_____

_____

Contact Person: _____

Phone: _____

City of Toronto
Task Force on Contract Compliance
c/o 18th Floor, West Tower
City Hall
M5H-2N2

SECTION A

1. Does your Board/Commission have an Equal Opportunity Program? yes no
2. Does your Board/Commission have an Affirmative Action Program? yes no
3. Does your Board/Commission have staff to implement its Equal Opportunity/Affirmative Action Program? yes no
4. Does your Board Commission have a special Recruitment Program for:
   - Women yes no
   - Racial/Ethnic Minorities yes no
   - People with Disabilities yes no
5. Does your Board/Commission have tendering and purchasing policies and procedures? yes no

SECTION B

HUMAN RESOURCE POLICIES/ PRACTICES	Is your organization aware of these Human Resource Practices?	Does your organization have a policy on these Human Resource Practices?	Does your organization have systems or procedures to implement these Human Resource Practices?	Has your organization examined the need for these Human Resource Policies and Practices?
6. Provincial and Federal Human Rights Legislation.	yes no	yes no	yes no	yes no
7. Allow time off for Religious Holidays	yes no	yes no	yes no	yes no
8. English as a Second Language classes for non-English speaking employees.	yes no	yes no	yes no	yes no
9. Prevention of Sexual Harassment.	yes no	yes no	yes no	yes no
10. Prevention of Racial Harassment.	yes no	yes no	yes no	yes no
11. Maternity/Parental leave provisions that go beyond those legislated by government.	yes no	yes no	yes no	yes no
12. Alternate work arrangements for pregnant women using video display terminals. (V.D.T.)	yes no	yes no	yes no	yes no
13. Training or upgrading programs designed for women, minorities and people with disabilities.	yes no	yes no	yes no	yes no

14. Are there other initiatives your Board is taking with regard to Equal Opportunity/Human Resource Practices?

_____

_____

Use back of this survey for additional comments.

EMPLOYMENT UTILIZATION SURVEY

PERMANENT WORKFORCE

Board/Commission: _____

Name & Address: _____

_____

_____

Name of Contact Person: _____

Tel. No.: _____

Department: _____

City of Toronto
Task Force on Contract Compliance
City Hall, Toronto
M5H-2N2
947-7855

Permanent Workforce

* Visible Minorities

** People with Disabilities

OCCUPATIONS	Total		Black		Asian/ South-East Asian		South Asian		Canadian Indian/Inuit Metis		Mixed Heritage		People with Disabilities	
	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
1. Upper-level Managers														
2. Middle Managers														
3. Professionals														
4. Technicians and Semi-Professionals														
5. Supervisors														
6. Foremen/Women														
7. Clerical Workers														
8. Sales Workers														
9. Service Workers														
10. Skilled Crafts & Tradespeople														
11. Semi-skilled Manual Workers														
12. Manual Workers														
TOTALS														

* Visible minorities see definitions on page 4a.
** People with Disabilities see definitions on page 4a.

EMPLOYMENT UTILIZATION SURVEY DEFINITION & INSTRUCTIONS

The information collected on the attached form is confidential and will only be used to update City Council on the status of women, visible minorities and people with disabilities employed in the City of Toronto Boards and Commissions.

DESCRIPTION OF OCCUPATIONAL GROUPS

1. UPPER-LEVEL MANAGERS. Those people holding the most senior positions in large firms or corporations. They are responsible for the corporation's policy and strategic planning, and for directing and controlling the functions of the organization. Includes: chief executive officer, president, vice-president, chief operating officers, general managers, divisional heads, and directors who have several middle managers reporting to them or are responsible for the direction of a critical technical function.

2. MIDDLE MANAGERS. Middle managers receive instructions from upper-level managers and administer the organization's policy and operations through subordinate managers or supervisors. Upper-level managers and middle managers together comprise all managers. Includes: financial, personnel, sales, advertising, purchasing, production, data processing, marketing, and research and development managers.

3. PROFESSIONALS. These occupations usually require either university graduation or prolonged formal training and often require membership within a professional association. Includes: engineers (civil, mechanical, chemical, electrical, petroleum, nuclear, aerospace, etc.), architects, lawyers, airline pilots and navigators, social workers, biologists, geologists, chemists, economists, psychologists, librarians, accountants, and kindred workers.

4. TECHNICIANS AND SEMI-PROFESSIONALS. These occupations usually require knowledge equivalent to about two years of post-high school education, such as is offered in many technical institutes and community colleges, and often have further specialized on-the-job training. Technicians possess highly developed manual technical skills. Includes: computer programmers and systems analysts; nurses, physio and occupational therapists, draftsmen and draftswomen, musicians; actors; photographers, illustrating artists, product designers, radio and television announcers, translators and interpreters, writers and editors, specialized inspectors and testers of electronic, electrical, mechanical, etc. products, vocational instructors, technicians (medical, electronic, engineering, architectural, dental, physical science, life science, library, etc.), and kindred workers.

5. SUPERVISORS. Non-management first-line supervisors of white-collar (clerical, sales, and service) workers. Supervisors may, but do not usually, perform any of the duties of the employees under their supervision. Includes: supervisors of stenographers, typists, account recorders, office machine and electronic data processing operators, library clerks, mail carriers and messengers, salespeople, food and beverage preparers, bookkeepers, receptionists, sales workers, and kindred workers.

6. FOREMEN/WOMEN. Non-management first-line supervisors of workers in blue-collar jobs. They may, but do not usually, perform any of the duties of the employees under their supervision. Includes: supervisors of machining, construction, heavy equipment operation, mechanical repairers, processing workers (food and beverage, textiles, wood, metals), workers in assembling and repairing, workers in air, railway, and water transportation, printers, excavators and pavers, and kindred workers.

7. CLERICAL. Includes all clerical work, regardless of difficulty, in which the activities are predominantly non-manual. Includes: bookkeepers, cashiers, collectors (bills and accounts), messengers and office helpers, office machine operators, mail clerks, typists, telephone operators, electronic data processing equipment operators, clerks (production, shipping and receiving, stock, scheduling, ticket, freight, library, reception, travel, hotel, personnel, statistical, general office), and kindred workers.

8. SALES. Occupations engaged wholly or primarily in selling. Includes: advertising agents, real estate agents, sales workers and sales clerks, stock brokers, insurance agents, travel agents, salespeople of technical and business services, and kindred workers.

9. SERVICE. Workers who provide personal service. Includes: attendants (hospital and other institutions, including nurses' aides and orderlies), barbers, bartenders, guides, food and beverage serving occupations, travel and attendants, housekeepers, childcare occupations, and kindred workers.

10. SKILLED CRAFTS AND TRADESPEOPLE. Manual workers of a high skill level, having a thorough and comprehensive knowledge of the processes involved in their work. They are frequently journeymen and journeywomen who have received an extensive period of training. Includes: welders, tool and die makers, sheet metal workers, carpenters, plumbers, mechanics and repairers, engravers, stationary engineers, aircraft and railway transport equipment mechanics and repairers, radio and television broadcasting equipment operators, radio and television service repairers, tailors and dressmakers, firemen, and kindred workers.

11. SEMI-SKILLED MANUAL WORKERS. Manual workers who perform duties that usually require a few months of specific vocational on-the-job training and a formal education which is less than high school completion. Generally, these are workers whose skill level is less than that of skilled crafts and trades workers, but greater than that of unskilled manual workers. Includes: truck and tractor drivers, but drivers, paving, surfacing, and related occupations, roofers, photographic processors, sound and video recording equipment operators, those in apprenticeship training, textile workers, and kindred workers.

DESCRIPTION OF OCCUPATIONAL GROUPS cont/d:

12. MANUAL WORKERS. Workers in blue-collar jobs which generally require only a few days or no on-the-job training. The duties are manual, elementary, and require little or no independent judgement. Includes: garage labourers, car washers and greasers, swampers, gardeners (except farm), unskilled railway track workers, labourers performing lifting, digging, mixing, loading, and pulling operations, and kindred workers.

WORKFORCE CATEGORIES - EQUAL OPPORTUNITY TARGET GROUPS

TOTAL WORKFORCE. Total number of employees in permanent workforce in each occupational category.

VISIBLE MINORITIES.

BLACK: Canadian, Carribean, U.S., African, etc.

ASIAN/SOUTH EAST ASIAN: Canadian, Japanese, Chinese, Korean, Vietnamese, Filipino, Malaysian, Indonesian, etc.

SOUTH ASIAN: Canadian, East Indian, Pakistani, Carribean, African, etc.

CANADIAN INDIAN/INUIT/METIS: Natives and Aboriginal peoples.

MIXED HERITAGE: Combination of any of the above.

PEOPLE WITH DISABILITIES. NOTE: identify only those persons who are self-declared disabled. Includes: persons with physical, mental, emotional/social and learning disabilities.

PHYSICAL: paralysis/amputation, spinal cord injury, cerebral palsy, epilepsy, cardio-vascular diseases, blindness, hearing disabilities.

MENTAL RETARDATION

EMOTIONAL/SOCIAL: psychiatric conditions, alcohol and drug abuse, criminal record.

LEARNING DISABILITIES

EXAMPLE

	Permanent Workforce		Visible Minorities										People with Disabilities	
OCCUPATIONS	Total Women	Total Men	Black Women	Black Men	Asian/ South-East Asian Women	Asian/ South-East Asian Men	South Asian Women	South Asian Men	Canadian Indian/ Inuit/Metis Women	Canadian Indian/ Inuit/Metis Men	Mixed Heritage Women	Mixed Heritage Men	Women	Men
Upper-level Managers	15	150	1	15	1			5	1		1	1		5
Middle Managers	20	200		5		10		1					1	

The City of Toronto
Arthur C. Eggleton
Mayor

Dear Grant Recipient:

Re: City of Toronto - Task Force on Contract Compliance
Request to grant recipients to adopt
equal opportunity practices.

Toronto City Council has established a Task Force to provide advice on the development and implementation of a Contract Compliance Program which would advance the City's equal opportunity policies. Contract Compliance is defined as a policy of using public funds as a method of achieving an objective, in this instance, equal opportunity.

The Task Force on Contract Compliance has been mandated by City Council to survey all Boards, Commissions, Municipal Enterprises and suppliers of goods and services to the City to determine the status of equal opportunity policies and practices.

City Council has also mandated the Task Force to request grant recipients to adopt equal opportunity policies.

With respect to civic suppliers and civic agencies, an employment audit has been conducted of women, racial minorities and people with disabilities.

The City's request to grant recipients that they adopt equal opportunity practices may require your organization to review all human resource policies and procedures, as well as your program and service delivery to determine the impact upon women, racial and ethnic minorities, and people with disabilities.

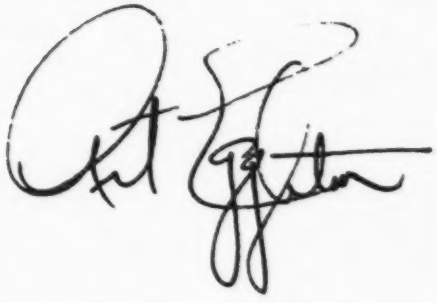
.../2

The City of Toronto, Office of the Mayor

For your information, I am enclosing a copy of the survey which was sent to civic agencies in order to assess employment practices. Some background information on the Task Force is also included.

Please be assured that this request does not in any way interfere with your current grant from the City of Toronto.

Should you require further information or assistance, please call Janice Dembo or Ceta Ramkhalawansingh at 947-7855.



The City of Toronto
Arthur C. Eggleton
Mayor

SURVEY FORM USED FOR BIDDERS AND SUPPLIERS

The City of Toronto has established a Task Force to advise Council on the possible development of a Contract Compliance Program which would advance Equal Opportunity employment practices.

The Task Force requests your assistance in its investigation of the possible avenues for pursuing contract compliance. We require information about your equal opportunity and human resource policies and about the representation of women, minorities and people with disabilities in your workforce.

Attached are an Equal Opportunity and Human Resource Policy and data collection form, which we would ask you to complete and return by March 15, 1985. For your information, gathering data on your employees for the completion of the enclosed form does not contravene the Canadian and Ontario Human Rights Code providing the information is not used to discriminate as defined by the conditions of the code.

The individual data collection forms will be kept confidential and will not be released. The resulting information will be presented in summary form, designed to protect the confidentiality of individual companies.

Should you require further information or assistance, please call Janice Dembo, Equal Opportunity Division, 947-7855.

MAYOR

Pour obtenir la traduction de cette enquête sur les entrepreneurs, composez le 947-7306.
Para obter a tradução deste inquérito sobre empreiteiros, ligue para o 947-7348.
Per ottenere la traduzione di questo sondaggio sugli imprenditori, rivolgersi al 947-7373
Για αντίτυπο της Έρευνας Εργολάβων στα ελληνικά, τηλεφωνήστε στο 947-7388.
如欲索取承造商調查的中文譯本，請電：947-7307

CITY OF TORONTO
TASK FORCE ON CONTRACT COMPLIANCE

BACKGROUND INFORMATION

Toronto City Council established the Task Force on Contract Compliance on April 16th, 1984. In March, 1983 a Background Report on Contract Compliance was forwarded to the Mayor's Committee on Community and Race Relations. The Background Report noted that in 1911 the City of Toronto adopted a Fair Wage Policy which required City suppliers of goods and services to pay their employees a fair wage (union rates). The Report also outlined a number of alternatives for expanding the City's Fair Wage policies to include a contract compliance program based upon equal opportunity policies and practices.

The Mayor's Committee recommended that City Council establish a Task Force which would make specific recommendations on a Contract Compliance Program.

Membership

There are ten (10) voting members of the Task Force which includes representation of all the various sectors in receipt of public funds from the City. These representatives are: 2 Members of the Mayor's Committee on Community and Race Relations, 1 representative of a large City Board (Toronto Public Library), 2 representatives of Municipal Enterprises (Toronto Hydro and Parking Authority of Toronto), 2 Contractor representatives (Westinghouse Canada and Imperial Oil), 1 representative of a financial institution (Toronto Dominion Bank), 2 labour representatives (Building Trades Council and the Labour Council of Metropolitan Toronto). There are also five (5) ex-officio representatives of Civic Departments.

Terms of Reference

City Council Mandated the Task Force to obtain data from its Boards and Commisions regarding the level of representation of equal opportunity target groups. The Task Force will also request this information from private sector organizations in receipt of municipal funds.

The Task Force's terms of reference include consultation regarding the implementation of a Contract Compliance program as well as the presentation of recommendations to City Council for the long term.

The Task Force Final Report will be presented to City Council in August, 1985.

18th FLOOR, WEST TOWER, CITY HALL, TORONTO, ONTARIO, CANADA M5H 2N2. PHONE:(416) 947-7888

EQUAL OPPORTUNITY HUMAN RESOURCE POLICIES

PLEASE FILL IN THE FOLLOWING:

Telephone Number: _____

Contact Person: _____

Goods/Sevices provided to City: _____

Gross Annual Sales (last fiscal year): _____

SECTION A

1. Does your company have an Equal Opportunity program? YES NO
2. Does your company have an Affirmative Action program? YES NO
3. Does your company have a staff person to oversee its Equal Opportunity/Affirmative Action program? YES NO
4. As part of your company's program, does your company have a special recruitment program for:
   - Women? YES NO
   - Racial/Ethnic Minorities? YES NO
   - People with Disabilities? YES NO

SECTION B

	HUMAN RESOURCE POLICIES/PRACTICES	Is your company aware of these Human Resource Practices?	Does your company have systems or procedures to implement these Human Resource Practices?	Comments
5.	Provincial and Federal Human Rights Legislation.	YES NO	YES NO	
6.	Allow time off for Religious Holidays.	YES NO	YES NO	
7.	English as a Second Language classes for non-English speaking employees.	YES NO	YES NO	
8.	Prevention of Sexual Harassment.	YES NO	YES NO	
9.	Prevention of Racial Harassment.	YES NO	YES NO	
10.	Maternity/Parental leave provisions that go beyond those legislated by government.	YES NO	YES NO	
11.	Alternate work arrangements for pregnant women using video display terminals (V.D.T.).	YES NO	YES NO	
12.	Training or upgrading programs designed for women, minorities and people with disabilities.	YES NO	YES NO	

13. Are there other initiatives your Company is taking with regard to Equal Opportunity/Human Resource Practices?

_____

_____

_____

Use back of this survey for additional comments.

PLEASE RETURN TO: City of Toronto, Task Force on Contract Compliance, City Hall, Toronto, M5H 2N2

TFCPA2

EMPLOYMENT UTILIZATION SURVEY
PERMANENT FULLTIME
ONTARIO WORKFORCE

	OCCUPATIONS	TOTAL PERMANENT WORKFORCE		PEOPLE WITH DISABILITIES		VISIBLE MINORITIES	
		Women	Men	Women	Men	Women	Men
1	Upper-Level Managers						
2	Middle Managers						
3	Professionals						
4	Technicians and Semi-Professionals						
5	Supervisors						
6	Foremen/women						
7	Clerical Workers						
8	Sales Workers						
9	Service Workers						
10	Skilled Crafts and Tradespeople						
11	Semi-Skilled Manual Workers						
12	Manual Workers						
	TOTALS						

Please see instructions and definitions beginning on page 4.

PLEASE RETURN TO: City of Toronto, Task Force on Contract Compliance, City Hall, Toronto, M5H 2N2

EMPLOYMENT UTILIZATION SURVEY INSTRUCTIONS AND DEFINITIONS

The information collected on the attached form is confidential and will be presented to City Council in a form designed to protect the confidentiality of individual companies.

INSTRUCTIONS

Please fill in the number of persons in each occupational category who are members of the designated groups (see example below).

EXAMPLE

	OCCUPATIONS	TOTAL PERMANENT WORKFORCE		PEOPLE WITH DISABILITIES		VISIBLE MINORITIES	
		Women	Men	Women	Men	Women	Men
1	Upper-Level Managers	20	10	5		6	1
2	Middle Managers	20	75		4	2	25

DESCRIPTION OF OCCUPATIONAL GROUPS *

1. UPPER-LEVEL MANAGERS. Those people holding the most senior positions in large firms or corporations. They are responsible for the corporation's policy and strategic planning, and for directing and controlling the functions of the organization. Includes: chief executive officer, president, vice-president, chief operating officers, general managers, divisional heads, and directors who have several middle managers reporting to them or are responsible for the direction of a critical technical function.

2. MIDDLE MANAGERS. Middle managers receive instructions from upper-level managers and administer the organization's policy and operations through subordinate managers or supervisors. Upper-level managers and middle managers together comprise all managers. Includes: financial, personnel, sales, advertising, purchasing, production, data processing, marketing, and research and development managers.

3. PROFESSIONALS. These occupations usually require either university graduation or prolonged formal training and often require membership within a professional association. Includes: engineers (civil, mechanical, chemical, electrical, petroleum, nuclear, aerospace, etc.), architects, lawyers, psychologists, librarians, accountants, and kindred workers.

4. TECHNICIANS AND SEMI-PROFESSIONALS. These occupations usually require knowledge equivalent to about two years of post-high school education, such as is offered in many technical institutes and community colleges, and often have further specialized on-the-job training. Technicians possess highly developed manual technical skills. Includes: computer programmers and systems analysts, nurses, physio and occupational therapists, draftspeople, musicians, actors, photographers, illustrating artists, product designers, radio and television announcers, translators and interpreters, writers and editors, specialized inspectors and testers of electronic, electrical, mechanical, etc. products, vocational instructors, technicians (medical, electronic, engineering, architectural, dental, physical science, life science, library, etc.), and kindred workers.

5. SUPERVISORS. Non-management first-line supervisors of white-collar (clerical, sales, and service) workers. Supervisors may, but do not usually, perform any of the duties of the employees under their supervision. Includes: supervisors of stenographers, typists, account recorders, office machine and electronic data processing operators, library clerks, mail carriers and messengers, salespeople, food and beverage preparers, bookkeepers, receptionists, sales workers, and kindred workers.

6. FOREMEN/WOMEN. Non-management first-line supervisors in blue-collar jobs. They may, but do not usually, perform any of the duties of the employees under their supervision. Includes: supervisors of machining, construction, heavy equipment operation, mechanical repairers, processing workers (food and beverage, textiles, wood, metals), workers in assembling and repairing, workers in air, railway and water transportation, printers, excavators and pavers, and kindred workers.

7. CLERICAL. Includes all clerical work, regardless of difficulty, in which the activities are predominantly non-manual. Includes: bookkeepers, cashiers, collectors (bills and accounts), messengers and office helpers, office machine operators, mail clerks, typists, telephone operators, electronic data processing equipment operators, clerks (production, shipping and receiving, stock, scheduling, ticket, freight, library, reception, travel, hotel, personnel, statistical, general office), and kindred workers.

8. SALES. Occupations engaged wholly or primarily in selling. Includes: advertising agents, real estate agents, sales workers and sales clerks, stock brokers, insurance agents, travel agents, salespeople of technical and business services, and kindred workers.

DESCRIPTION OF OCCUPATIONAL GROUPS (cont'd)

9. SERVICE. Workers who provide personal service. Includes: attendants (hospital and other institutions, including nurses' aides and orderlies), barbers, bartenders, guides, food and beverage serving occupations, travel and attendants, housekeepers, childcare occupations, and kindred workers.

10. SKILLED CRAFTS AND TRADESPEOPLE. Manual workers of a high skill level, having a thorough and comprehensive knowledge of the processes involved in their work. They are frequently journeymen and journeywomen who have received an extensive period of training. Includes: welders, tool and die makers, sheet metal workers, carpenters, plumbers, mechanics and repairers, engravers, stationary engineers, aircraft and railway transport equipment mechanics and repairers, radio and television broadcasting equipment operators, radio and television service repairers, tailors and dressmakers, firefighters, and kindred workers.

11. SEMI-SKILLED MANUAL WORKERS. Manual workers who perform duties that usually require a few months of specific vocational on-the-job training and a formal education which is less than high school completion. Generally, these are workers whose skill level is less than that of skilled crafts and trades workers, but greater than that of unskilled manual workers. Includes: truck and tractor drivers, bus drivers, paving, surfacing, and related occupations, roofers, photographic processors, sound and video recording equipment operators, those in apprenticeship training, textile workers, and kindred workers.

12. MANUAL WORKERS. Workers in blue-collar jobs which generally require only a few days or no on-the-job training. The duties are manual, elementary, and require little or no independent judgement. Includes: garage labourers, car washers and greasers, swampers, unskilled railway track workers, labourers performing lifting, digging, mixing, loading and pulling operations, and kindred workers.

* Occupational group terminology as used in Royal Commission Report "Equality in Employment" (Abella)

WORKFORCE CATEGORIES - EQUAL OPPORTUNITY TARGET GROUPS

TOTAL PERMANENT WORKFORCE. Total number of fulltime employees in permanent workforce in each occupational category.

PEOPLE WITH DISABILITIES. This category identifies only those persons who are self-declared disabled. Includes: persons with physical, mental, emotional, social and learning disabilities.

PHYSICAL: paralysis, amputation, spinal cord injury, cerebral palsy, epilepsy, cardio-vascular diseases, blindness, hearing disabilities, etc.

MENTAL RETARDATION

EMOTIONAL, SOCIAL: psychiatric conditions, alcohol and drug abuse, criminal record, etc.

LEARNING DISABILITIES

VISIBLE MINORITIES.

BLACK: Canadian, Carribean, American, African, etc.

ASIAN, SOUTH EAST ASIAN: Canadian, Japanese, Chinese, Korean, Vietnamese, Filipino, Malaysian, Indonesian, etc.

SOUTH ASIAN: Canadian, East Indian, Pakistani, Carribean, African, etc.

CANADIAN INDIAN, INUIT, METIS: Natives and Aboriginal peoples.

MIXED HERITAGE: Combination of any of the above.

APPENDIX C

SUPPLEMENTARY TABLES

ORIGIN, SIZE AND RESPONSE RATES OF THE SAMPLES

	Population	Correction Firms Surveyed		Returned Completed Questionnaires		
	(n)	(n)	% of Population	(n)	% of Surveyed (Response Rate)	% of Population
Listed City Bidders	23,548 *	5,909	25.1	684	11.6	2.9
Non-Suppliers in 1984	19,813	4,477	22.6	447	10.0	2.3
Suppliers in 1984	3,735	1,432	38.3	237	16.6	6.3
Principal Suppliers in 1984 ($200,000 +)	97	52	53.6	6	11.5	6.2

* 25,713 minus:

- 1,302 companies in Commodity Code classes 20 (interdepartmental listings and special mailing, lists of private companies, class 50 (Fair Wage program list) and Class 92 (Auction Sale list)
- 598 defunct companies (returned "address unknown")
- 265 exact duplicate listings

AMOUNTS PAID TO SUPPLIERS IN 1984

INCLUDING FINANCIAL INSTITUTIONS IN WHICH THE CITY INVESTED FUNDS *

RANGES OF AMOUNT PAID	PERCENT SUPPLIERS	NUMBER OF SUPPLIERS	TOTAL AMOUNT PAID SUPPLIERS	PERCENT PAID
LESS THAN 1,000	49.0	1829	586,402.	0.1
1,000 to 4,999	25.8	964	2,300,922.	0.2
5,000 to 9,999	7.7	289	2,052,247.	0.2
10,000 to 19,999	5.9	219	3,042,034.	0.2
20,000 to 49,999	5.0	187	5,850,439.	0.4
50,000 to 99,999	2.4	91	6,150,973.	0.5
100,000 to 199,999	1.6	59	8,331,507.	0.7
200,000 to 499,999	1.1	41	12,602,278.	1.0
500,000 to 999,999	0.7	25	17,995,909.	1.4
1 MILLION OR MORE	0.8	31	1,195,183,793.	95.3
	100.0	3735	$1,254,096,504.	100.0

* According to the Treasury Division, Department of Finance, City of Toronto, The City invested 1,227,7 million dollars ($1,227,700,000) in 1984 in short-term investments, a cumulative figure of the payments. The average amount invested in any one month throughout the year was 151,7 million dollars ($151,700,000). The interest revenue earned is reflected in the City's revenue statements.

AMOUNTS PAID TO SUPPLIERS IN 1984
EXCLUDING FINANCIAL INSTITUTIONS IN WHICH THE CITY INVESTED FUNDS

RANGES OF AMOUNT PAID	PERCENT SUPPLIERS	NUMBER OF OF SUPPLIERS	TOTAL AMOUNT PAID	PERCENT PAID
Less Than 1,000	49.2	1829	586,402.	0.6
1,000 to 4,999	25.9	964	2,300,922.	2.5
5,000 to 9,999	7.8	289	2,052,247.	2.2
10,000 to 19,999	5.9	219	3,042,034.	3.3
20,000 to 49,999	5.0	186	5,813,361.	6.2
50,000 to 99,999	2.4	91	6,150,973.	6.6
100,000 to 199,999	1.6	59	8,331,507.	8.9
200,000 to 499,999	1.1	40	12,302,278.	13.2
500,000 to 999,999	0.6	24	17,495,909.	18.7
1 MILLION OR MORE	0.5	18	35,309,042.	37.8
	100.0	3719	$ 93,384,675.	100.0

SECTOR OF PRINCIPAL CITY SUPPLIERS *
EXCLUDING FINANCIAL INSTITUTIONS IN WHICH THE CITY INVESTED FUNDS

	%	(n)
Manufacturing	1.0	(9)
Wholesale/Retail/Distributing	8.5	(7)
Construction	53.7	(44)
Utilities	6.1	(5)
Financial	-	-
Insurance	6.1	(5)
Professional/Business	-	-
Service	11.0	(9)
Agriculture	0.0	(0)
Printing/Publishing	1.2	(1)
Resource	2.4	(2)
Total	100.0	(82)

* Received at least $200,000 in 1984.

SECTOR OF PRINCIPAL CITY SUPPLIERS *
INCLUDING FINANCIAL INSTITUTIONS IN WHICH THE CITY INVESTED FUNDS

	%	
Manufacturing	9.3	(9)
Wholesale/Retail/Distributing	7.2	(7)
Construction	45.3	(44)
Utilities	5.2	(5)
Financial	15.5	(15)
Insurance	5.2	(5)
Professional/Business Service	9.3	(9)
Agriculture	0.0	(0)
Printing and Publishing	1.0	(1)
Resource	2.0	(2)
TOTAL	100.0	(97)

* Received at least $200,000 in 1984

CHARACTERISTICS OF SAMPLE COMPANIES

COMPLETING QUESTIONNAIRES

BY LOCATION

	Listed City Bidders		Non-Suppliers		Suppliers	
	%		%		%	
LOCATION *						
Within Metro Toronto	59.2		55.5		66.2	
Outside Metro but Inside CMA	27.3	86.5	29.3	84.8	23.6	89.8
Outside CMA but in Ontario	13.5		15.2		10.2	
TOTAL	100.0		100.0		100.0	
(N Companies)	(684)		(447)		(237)	

* Companies outside Ontario were not surveyed. A review of Listed City Bidder and Supplier files indicates that approximately 9% of companies within files are located outside Ontario.

CHARACTERISTICS OF SAMPLE COMPANIES

COMPLETING QUESTIONNAIRES

BY PROPORTION OF TOTAL EMPLOYEES REPRESENTED

WITHIN EACH WORKFORCE SIZE

	PERCENT OF TOTAL REPORTED EMPLOYEES		
	Listed City Bidders	Non-Suppliers	Suppliers
SIZE OF FULL-TIME WORKFORCE	%	%	%
1- 9	3.1	4.4	1.9
10-49	17.9	21.4	13.8
50-99	8.9	9.3	8.4
100-499	33.3)	34.8)	31.7)
	)70.1	)64.6	)75.9
500 +	36.8)	29.8)	44.2)
TOTAL	100.0	99.7	100.0
(N Employees)	(40,298)	(20,684)	(19,614)

CHARACTERISTICS OF SAMPLE COMPANIES

COMPLETING QUESTIONNAIRES

BY WORKFORCE SIZE

	Listed City Bidders		Non-Suppliers		Suppliers	
	%		%		%	
SIZE OF FULL-TIME WORKFORCE						
Very small (1-9)	34.1		38.3		26.2	
	)	82.2	)	85.3	)	76.4
Small (10-49)	48.1		47.0		50.2	
Medium (50-99)	7.6		6.3		10.1	
Large (100-499)	8.9		7.6		11.4	
	)	10.2	)	8.5	)	13.5
Very Large (500 +)	1.3		0.9		2.1	
TOTAL	100.0		100.1		100.0	
(N Companies)	(684)		(447)		(237)	

CHARACTERISTICS OF SAMPLE COMPANIES

COMPLETING QUESTIONNAIRES

BY INDUSTRY

	Listed City Bidders %	Non-Suppliers %	Suppliers %
INDUSTRY			
Manufacturing	26.8	27.5	25.3
Wholesale/Retail	41.1	39.4	44.3
Construction	13.7	14.3	12.7
Financial Service	1.0	1.6	0.0
Insurance	0.6	0.9	0.0
Miscellaneous Professional Service	14.3	13.9	15.2
Horticulture	1.0	1.1	0.8
Printing/Publishing	1.5	1.3	1.7
TOTAL	100.0	100.0	100.0
(N Companies)	(684)	(447)	(237)

Boards and Commissions

BOARDS AND COMMISSIONS SPECIAL EQUAL OPPORTUNITY POLICIES AND PROGRAMS

	All Groups								Women					Visible Minorities					Disabled		Total		
	Personnel Code	EEO Program	Affirmative Action	Human Rights	Training/Upgrading	Special Recruitment	Prevent Sexual Harass.	Special Leaves	Part-time Benefits	Job Sharing	Flexible Hours	Special Recruitment	Religious Leave	ESL classes	Prevent Race Harass.	Total Written Policies	Special Recruitment	Total Written Policies	Total for Women	Total for Vis.Minor.	Total for Disabled
1) Moss Park Arena	-	-	-	(x)	-	-	-	-	-	-	-	-	(x)	-	-		-	-	-	-	-
2) McCormick Playground	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		-	-	-	-	-
3) Bill Bolton Arena	-	(x)	-	(x)	-	-	(x)	-	-	-	-	-	(x)	-	(x)		-	-	-	-	-
4) Forest Hill Arena	-	-	-	-	-	-	-	-	-	-	-	-	(x)	-	-		-	-	-	-	-
5) George Bell Arena	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		-	-	-	-	-
6) Ted Reeve	-	-	-	(x)	(x)	-	(x)	-	-	-	-	-	(x)	-	(x)		-	-	-	-	-
7) North Toronto Arena	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		-	-	-	-	-
8) Allen Lamport Stadium	-	-	-	(x)	-	-	(x)	-	-	-	-	-	(x)	-	(x)		-	-	-	-	-
9) Howard Park Tennis Club	-	(x)	-	-	-	-	-	-	-	-	-	-	-	-	-		-	-	-	-	-
Total Arenas and Stadiums	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		-	-	-	-	-

Key x = written policy
(x) = informal policy
- = no policy
0 = average no. of policies

BOARDS AND COMMISSIONS SPECIAL EQUAL OPPORTUNITY POLICIES AND PROGRAMS

	All Groups					Women						Visible Minorities				Disabled	Total			
	Personnel Code	EEO Program	Affirmative Action	Human Rights	Training/Upgrading	Benefit Women	Special Recruitment	Prevent Sexual Harrass.	Special Leaves	Part-time Benefits	Job Sharing	Flexible Hours	Special Recruitment	Religious Leave	ESL classes	Prevent Race Harrass.	Special Recruitment	Total Written Policies	Total for Women	Total for Vis.Minor.	Total for Disabled
10) Cecil Street	x	-	-	-	x	-	-	x	x	-	x	-	x	x	-	-	7	3	2	-
11) 519 Church Street	x	-	-	x	x	-	x	x	x	-	-	-	x	x	x	-	9	3	3	-
12) Community Centre 55	x	-	-	-	-	-	-	x	-	-	-	-	-	-	-	-	2	1	-	-
13) Applegrove	x	(x)	-	-	(x)	(x)	x	-	-	-	-	(x)	x	-	x	(x)	4	1	2	-
14) Eastview	-	-	-	-	-	-	-	-	-	-	-	(x)	-	-	-	-	-	-	-	-
15) Scadding Court	x	-	-	(x)	-	(x)	-	-	-	-	-	(x)	(x)	-	-	-	1	-	-	-
16) Central Eglinton	x	-	-	(x)	-	-	-	-	-	-	-	-	(x)	-	-	-	1	-	-	-
17) Ralph Thornton	x	-	-	x	-	-	x	x	-	-	x	-	x	x	x	-	8	3	3	-
18) Cowan Avenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Community Centres	7	-	-	2	2	-	3	4	2	-	2	-	4	3	3	-	17	8	8	-

Key x = written policy
(x) = informal policy
\- = no policy
0 = average no. of policies

BOARDS AND COMMISSIONS SPECIAL EQUAL OPPORTUNITY POLICIES AND PROGRAMS

	All Groups					Women						Visible Minorities				Disabled	Total			
	Personnel Code	EEO Program	Affirmative Action	Human Rights	Training/Upgrading	Special Recruitment	Prevent Sexual Harrass.	Special Leaves	Part-time Benefits	Job Sharing	Flexible Hours	Special Recruitment	Religious Leave	ESL classes	Prevent Race Harrass.	Special Recruitment	Total Written Policies	Total for Women	Total for Vis.Minor.	Total for Disabled
19) Toronto Hydro	*	x	-	-	-	x	x	x	x	-	(x)	-	-	-	-	-	7	5	-	-
20) Parking Authority	*	(x)	-	-	-	-	x	-	-	-	-	-	(x)	-	x	-	3	1	1	-
21) District Heating	*	(x)	-	x	-	-	(x)	x	-	-	(x)	-	x	-	(x)	-			1	-
Total Municipal Enterprises	3	1	-	1	-	1	2	2				-	1	-	2	-	10		2	-
22) Toronto Public Library	*	-	-	x	-	-	x	x	x	x	x	-	x	x	x	-	10	5	3	-
23) Toronto Historical Board	-	(x)	-	x	-	-	x	x	-	-	-	-	x	x	x	-	6	2	3	-
24) City Home	x	-	-	-	-	-	-	-	x	-	-	-	-	-	-	-	-	1	-	-
25) St.Lawrence Centre	-	-	-	x	-	-	-	x	-	-	-	-	(x)	-	-	-	2	1	1	-
Total Other Boards	2	-	-		-	-	2	3	2			-	2	2	2	-				

key x = written policy
(x) = informal policy
\- = no policy
0 = average no. of policies
* = policy found in bargaining agreement only

BOARDS AND COMMISSIONS

PART-TIME AND BOARD MEMBERS

	Part-time					Board				
A) Arenas and Stadiums	TOTAL	(M)	(F)	(VM)	(D)	TOTAL	(M)	(F)	(VM)	(D)
1) Moss Park	7	2	5			8	4	4	-	1(f)
2) McCormick	8	8				8	7	1	-	-
3) Bolton	3	3				10	9	1	-	-
4) Forest Hill	16	12	4	1(m)		6	3	3	-	-
5) George Bell	4		4	2(m/f)		10	10	-	-	-
6) Ted Reeve	20	20	-	1(m)		8	-	-	-	-
7) North Tor.	21	12	9	-	-	10	8	2	-	-
8) Lamport	8	7	1	-	-	11	11	-	1(m)	-
9) Howard Park	0	-	7	3(f)	-	12	7	5	-	-
TOTAL	87					79				
B) Community Centres										
10) Cecil Street	4	1	3	3(f)	-	7	3	4	5 (1/4)	-
11) 519 Church	10	3	7	2 (1/1)	1(f)	17	11	6	1	-
12) Comm.Centre 55	5	2	3	-	2 (m/f)	11	8	3	-	-
13) Applegrove	7	-	7	3(f)	-	12	7	5	3 (4/1)	-
14) Eastview	17					26	13	13	5	-
15) Scadding Court	16	9	7	6 (4/2)	2	18	13	5	3	-
16) Central Eglin.	17					11	5	6	1(f)	-
17) Ralph Thornton	4	3	1	3(m)	-	14	6	8	-	-
18) Cowan Avenue	12	2	10	4 (1/3)	-	17	12	5	2(m)	-
TOTAL	92					133				

NOTE: Part-time workers include part-time permanent staff and part-time seasonal staff.

Size of full-time workforce (number of employees)	Participation rate of target group as a percentage of all employees		
	Women	Visible Minority	People with Disabilities
1-14	37.2	24.5	--
15-44	50.0	16.4	2.6
50+	33.0	11.5	3.8